

DoD Perspective on Environmental Management Systems: *Enhancing Mission Performance*



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Overview

- **Leadership Perspective**
 - **Strategic Goal: Sustainable Operations**
 - **EMS in DoD**
 - **Policy**
 - **Metrics**
 - **Progress to date**
 - **Looking ahead**
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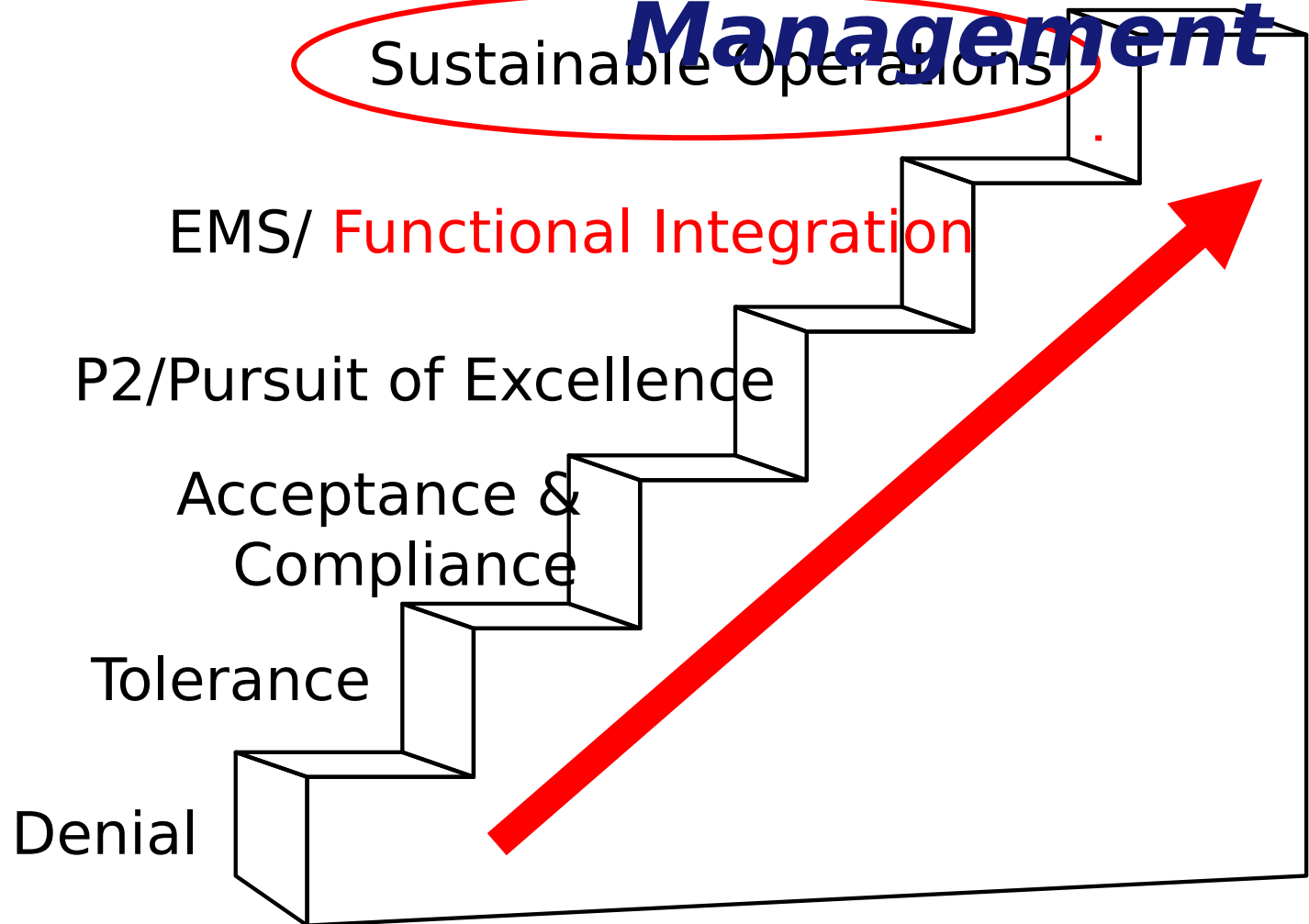
Leadership Perspective

- **Administration leadership**
 - **White House Council on Environmental Quality**
 - **Office of the Federal Environmental Executive**
- **DoD leadership**
 - **Secretary Wolfowitz: “...integrate environmental stewardship in the day-to-day mission...”**
 - **Mr. DuBois, DUSD(I&E) “...EMS is the systematic approach to... resolve the perceived conflict between mission and environmental**

EMS: A Management Process that Integrates Environment into Day-to-Day Mission Planning and Execution



Evolution of Environmental Management





Sustainable Operations

- ... Ensure that *mission activities* today do not undermine the conditions* necessary for future readiness training and operations
 - Effective “operational controls” are essential for sustainable operations when *mission activities* entail environmental risks
 - Who has the responsibility and authority to implement operational controls in *mission activities*?
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Why Integrate Environment with Mission?

- Full compliance is not a goal...it's a given.
 - Laws, regulations, societal expectations: **INCREASING**
 - “Environmental” manpower and funding: **DECREASING**
 - Traditional environmental management:
 - Control risks (pollution) to avoid non-compliance
 - Accountability in “stove-piped” environmental office
 - Continue “investing” to control risks
- versus --**
- Management system approach
 - Risks: Identify...prioritize...improve
 - Accountability aligned with mission (Team approach)
 - Plan, execute, and measure improvement / risk reduction
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Important Distinctions

- **EMS is a management process, not an “environmental program”**
 - **EMS implementation is like building a tool**
 - **The “tool” is a management process (not an end in itself)**
 - **The real work (continual improvement) begins once the tool is *functional***
 - **The tool must be *used* to provide value to the organization (it does no good sitting on a shelf)**
 - **“Environment” may champion EMS implementation, but the leadership “owns” the EMS**
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Overall Approach to EMS Implementation in DoD

- **Issue EMS Implementation policy**
 - **Establish expectation; set goal**
 - **Establish supportive leadership environment (leadership commitment)**
 - **Oversee implementation**
 - **HQ-level partnership; sharing (DoD EMS Work Group)**
 - **Issue and track EMS implementation metrics**
 - **Employ audit resources**
 - **Employ EMS effectively and “continually improve”**
 - **Mission performance (Local objectives & metrics)**
 - **Environmental performance (Local objectives & metrics and DUSD(I&E) metrics)**
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DoD EMS Policy

- **Signed on April 5, 2002**
 - **Requires EMS across all missions, activities, and functions**
 - **Encourages complementary systems for safety and health**
 - **Allows for 3rd party registration when beneficial to mission**
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DoD EMS Implementation Metrics Criteria

- “Implementation” metrics: Initial milestones in continual improvement process
 - DoD-defined minimum necessary to meet EO 13148 goal at each appropriate facility:
 - An environmental **policy statement** [*consistent with DoD and Component EMS policies]
 - A **self-assessment** [*]
 - A **written plan** with defined dates, identified resources, and organizational responsibilities for implementing an EMS [*]
 - A **prioritized list of aspects**.
 - Appropriate installation personnel have received **awareness-level EMS training**.
 - Completed at least one **management review** in accordance with the installation’s documented procedure for recurring internal EMS management review.
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Common Themes in EMS Across DoD

- **Mission focus**
 - **Recognition that most elements are in-place**
 - **Need to strengthen/expand linkages, aspect/impact focus, objectives and targets, accountability, management review**
 - **Recognition of need for “operational” involvement**
 - **Follow ISO pattern - to varying extents**
 - **Current focus: policy, strategy, guidance**
 - **Next 6 months: identify tools; train personnel**
 - **FY2004: On-going implementation**
 - **Aim for Dec 31 2005 goal (EO 13148)**
 - **Continual improvement**
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EMS Challenges

- **Establish leadership support; focus on *mission***
 - **Build the team -- Get core mission organizations involved *early***
 - **Know external stakeholders and their priorities**
 - **Listen and respond to stakeholders: *build trust***
 - **Develop productive EMS-based partnerships with regulators (Essential to derive full “mutual” benefit)**
 - **Identify resources**
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DoD Progress to Date

- **“Agency-level” Assessment based on Federal EMS Metrics**
 - **Policy issued:** ●
 - **Appropriate facilities* identified:** ●
 - **Resources identified:** ●
 - **Implementation guidance developed:** ●
 - **Senior-level management training developed:** ●
 - **Compliance audit program implemented:** ●
 - **Appropriate facilities to be reported in June 2003.**
 - **17 DoD installations report EMS in-place, to date.**
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Looking Ahead

- **Develop formal DoD EMS policy**
 - **Build the team**
 - **Develop the policy (Formal DoD policy document)**
 - **Develop plan for initial “system” audits**
 - **Oversee Service-specific implementation**
 - **Assess progress toward 31 Dec 05 EMS goal**
 - **Prepare for EMS “operation”**
 - **Focus on coordinated use of system components to guide and track progress**
 - **Emphasize “local” approach to metrics**
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